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LOGISTICS

LOGISTICS CIVIL AUGMENTATION PROGRAM

(LOGCAP)

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Purpose

The Logistics Civil Augmentation Program (LOGCAP) is designed to bridge gaps in resource availability by providing the Army with additional logistics support options. LOGCAP supports the vision of the US Army Chief of Staff for a leaner, more mobile force by providing the capability to deploy and support contingency operations worldwide.

Authority

This pamphlet is designed to provide users with a basic understanding of the LOGCAP program and assist users in obtaining contingency contractor support through the worldwide LOGCAP Umbrella Support Contract as managed by US Army Materiel Command (USAMC).

LOGCAP is promulgated through AR 700-137. Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Logistics (DA ODCSLOG) is the DA Proponent for LOGCAP. HQ,USAMC Office of the Deputy Chief of Staff for Logistics and Operations (ODCSLOG/OPNS) is the Program Manager.

This pamphlet supports Army and Joint Services doctrine but is not intended as a sole source of information. It is designed to be used in conjunction with but not limited to the following publications:

References

- AR 700-137, Logistics Civil Augmentation Program (LOGCAP)
- AR 715-9, Army Contractors on on the Battlefield
- FM 63-11, Logistics Support Element, Tactics, Techniques, and Procedures
- FM 100-10-1, Theater Distribution
- FM 100-10-2, Contracting Support on the Battlefield
- FM 100-21, Contractors on the Battlefield
- LOGCAP Worldwide Management and Staffing Plan

LOGCAP Defined

Logistics Civil Augmentation Program is an initiative by the US Army to pre-plan during peacetime for the use of civilian contractors to perform selected services in wartime and other contingencies to augment US forces in support of DoD missions.

This pamphlet addresses the USAMC LOGCAP Umbrella Support Contract, however, commanders should consider all available alternatives when planning contractor logistics support. Other alternatives include pre-planned Weapon System Sustainment Contracts, Army Service Component Commander (ASCC) Contingency Contracts, Host Nation and other allied, coalition, or friendly nation support.

Scope of LOGCAP

LOGCAP is primarily designed for use in areas where no bilateral or multilateral agreements or treaties exist. LOGCAP may be used to provide additional support in areas with formal Host Nation Support agreements. LOGCAP support can exist in conjunction with other contractor support agreements and is available during CONUS mobilizations to assist the OCONUS support base and help units prepare for worldwide contingencies.

Focus of LOGCAP

LOGCAP's primary focus is to provide support and improve the operational strength of US Army forces. LOGCAP can also provide support to other US military services, coalition

and/or multinational forces, and other government/non-government agency components in support of joint, combined, coalition, and multinational operations. This includes operations other than war, such as peacekeeping or humanitarian assistance missions.

LOGCAP's operational strengths are mentioned throughout this pamphlet. They are the foundation for the program concept and are applicable to both the principles of LOGCAP and basic contingency contracting.



Contractors have supported military forces throughout history. Department of the Army formalized these worldwide contracting capabilities into the contingency force support program, LOGCAP, in December 1985 (per AR 700-137).

The Army has used contractors to provide supplies and services during both peacetime and contingencies dating back to the Revolutionary War. On December 6, 1985, the LOGCAP program was established with the publication of AR 700-137. The program was first used in 1989 when the Third United States Army (TUSA) requested the US Army Corps of Engineers (USACE) to provide contractual services for the construction and maintenance of the southwest Asian petroleum distribution and operating pipeline system.

Under the initial LOGCAP program concept, each Army component of a unified command individually planned and contracted for its own logistics and engineering services. In 1992, under the responsibility of USACE, the concept was changed to provide a single centrally-managed worldwide planning and services contract called the LOGCAP Umbrella Support Contract. USACE managed the LOGCAP Umbrella Support Contract from 1992 to 1996. During October 1996, HQ, USAMC assumed responsibilities of the LOGCAP program, and awarded their first contract in early 1997.

Since this change, USAMC has coordinated and facilitated peacetime LOGCAP planning to support up to three simultaneously occurring worldwide events. Other

areas where LOGCAP has been implemented include:

- Rwanda • Italy
 - Haiti • Bosnia
 - Saudi Arabia • Southeastern Europe
 - Kosovo • Panama
 - Ecuador • Kuwait
 - East Timor • Somalia
-

The LOGCAP program concept is to pre-plan for the use of global corporate resources to support worldwide contingency operations. USAMC, as LOGCAP Executive agent, supports the program concept by managing the LOGCAP Umbrella Support Contract. Under this contract, advanced acquisition planning is accomplished in conjunction with Commanders in Chief (CINCs) and Army Service Component Commanders (ASCC). It provides operational planning for use during wartime or other contingencies.

As defined in the initial program concept, the LOGCAP Umbrella Support Contract focuses on prioritized peacetime contingency planning for civilian (U.S. Nationals, Third Country Nationals, and Local Nationals) augmentation logistics, engineering and construction services support as determined by the CINCs and ASCCs.

Unlike the initial program, costs under the LOGCAP Umbrella Support Contract are shared. Planning efforts are centrally funded by HQDA. Commanders must provide

funding for event execution.

The LOGCAP contractor must prepare civilian augmentation support plans to provide expeditious logistics services and engineering/construction during contingency operations. The contractor must accomplish these tasks with reasonable assurance of success and within reasonable cost.

Under the LOGCAP Umbrella Support Contract, the contractor is also

required to prepare formal Internal Operating Procedures (IOP) to support the implementation of a contingency plan anywhere in the world. These actions are defined in the Worldwide Management and Staffing Plan (WMSP) and are addressed on the following page.

The WMSP describes how the contractor intends to carry out its LOGCAP tasks premised on a "worst case" planning scenario in an Event where the country may have limited infrastructure and political instability.

Using the WMSP as a baseline, USAMC Regional Planners and the LOGCAP

contractor must work with the customer to develop generic or specific LOGCAP plans. Generic plans can be tailored to meet infrastructure requirements for:

- Generic Undeveloped Country
- Generic Developed Country
- Regional (area oriented)
- CINC and ASCC Specific

Generic plans provide the baseline for contractor support and differentiate between support in a developed country and that required to support a deployment in a non-developed area.

Specific plans provide a detailed description of equipment, materials, personnel, and supporting services, facilities, and potential suppliers required to support the customer identified augmentation requirement.

**Dynamic
Support**

Since LOGCAP's customer requirements are dynamic and constantly evolving, USAMC must continually review support plans to ensure the best possible support is provided. Regional reviews and the LOGCAP Worldwide Requirements Conference (LWRC) provide forums to enhance customer planning support through the identification, revision, and prioritization of potential LOGCAP CS/CSS requirements.

The annual LOGCAP Warfighter Exercise is another forum that examines the ability of the LOGCAP program to perform its contingency mission under simulated conditions. It also provides an excellent environment to educate and train personnel on LOGCAP responsibilities to support the customer in a crisis scenario.

LOGCAP Plans Drive Flexible and Timely Support



LOGCAP's comprehensive augmentation support provides commanders with flexible CS/CSS support for their forces during war and other contingencies. Commanders may use any or all of the areas of support shown below for tailoring LOGCAP requirements to a specific contingency mission:

OTHER OPERATIONS & SERVICES

- Maintenance
- Transportation
- Medical Services
- Engineering and Construction
- Signal
- Retrograde
- Power Generation and Distribution
- STAMIS Operations
- Physical Security

SUPPLY OPERATIONS

- Class I (Rations & Water)
- Class II (Organizational Clothing,
Equipment & Administrative Supplies)
- Class III (POL-Bulk & Package)
- Class IV (Construction Materials)
- Class V (Ammunition)
- Class VI (Personal Demand Items)
- Class VII (Major End Items)
- Class VIII (Medical Supplies)
- Class IX (Repair Parts)

FIELD SERVICES

- Laundry & Bath
- Clothing Exchange
- Clothing Repair
- Food Service
- Mortuary Affairs
- Sanitation

- Billeting
 - Facilities Management
 - Morale, Welfare, and Recreation
 - Information Management
 - Personnel Support
-

Responsibilities for planning and executing LOGCAP support are shared among several agencies and organizations. These responsibilities include, but are not limited to the following areas:

Customer (CINC/ASCC)

- Informs HQDA DCSLOG of the intent to use LOGCAP support.

Although the CINC may request LOGCAP support, the use of the LOGCAP

contract to fill requirements is a HQDA decision. *Customer must identify their support requirements based on OPLAN/OOTW plans, etc.*

- Participates with members of Team LOGCAP as a part of the Joint Planning Team and considers inserting LOGCAP into the Time Phased Force Deployment List (TPFDL), Status of Forces Agreements (SOFA), etc.
- Develops Statement of Work (SOW) requirements. *Customer must fund LOGCAP execution and should participate in contractor evaluations.*
- Coordinates the establishment of the Joint Acquisition Review Board (JARB) to prioritize support requirements, and assigns a central point of contact at each

site to articulate requirements and ensure compliance.

Team LOGCAP - PM LOGCAP

- **Manages LOGCAP Program to meet customer requirements and directs Team LOGCAP interface with the customer.**
- **Prioritizes planning requirements based on funding, workload, and HQDA guidance, and deploys Standing Team LOGCAP under the LSE Commander.**
- **Advises the JARB and customer on LOGCAP capabilities and other alternatives to meet requirements.**

Team LOGCAP - Logistics Support Unit (LSU)

- Deploys worldwide in support of any contingency using LOGCAP

capabilities and provides on-site interface between the customer and contractor.

- Advises requesting activities on LOGCAP capabilities, and may serve as on-site contracting officer as needed.

Team LOGCAP - Logistics Support Element (LSE)

- Provides a focal point in theater that is responsible for oversight management of the LOGCAP Umbrella Support Contract during a deployment in their respective AOR.
- Advises the CINC/ASCC/TSC and appropriate staff on alternate means to satisfy CS/CSS requirements.

Team LOGCAP - LOGCAP Contractor

- Assigns a central planning cell dedicated to each customer and provides planning deliverables based on identified requirements.
- Provides feedback and lessons learned comments for future events.

Team LOGCAP - US Army Corps of Engineers (USACE)

- Provides advice and assistance on construction/engineering support services.
- Provides technical advice, and assists with construction/engineering support services at each site. Where required, provides a construction contracting officers representative.

Team LOGCAP - Defense Contracting Management District-International (DCMD-I)

- Provides a Quality Assurance Team for contract and property administration.

When CINC or ASCC requirements are identified, LOGCAP should be considered as an option for logistics support. Customers should remember that pre-planning and using LOGCAP during exercises, simplifies the decision process for contingency operation support.

LOGCAP customers must review their OPLAN and program requirements to determine which requirements and CS/CSS functions (services) can and should be accomplished by organic forces, host nation support resources, or the LOGCAP program.

With the assistance of Team LOGCAP, the CINC or ASCC will prioritize contract requirements and develop LOGCAP support plans that are incorporated as contractor augmentation support in operation plans. All aspects of contractor involvement provided under LOGCAP must be reflected in the OPLAN in sufficient detail to permit the rapid integration of contractor support into the force when required.

An OPLAN should address topics such as locations, support requirements, contractor mobilization periods, liaison requirements, contractor management responsibilities, etc. These requirements should be incorporated into the customers Statement of Work (SOW) as identified in Appendix A and used during delivery order planning as highlighted in Appendix B .

LOGCAP DECISION and PLANNING CONSIDERATIONS

There are several critical factors that must be considered when determining which method or combination of methods will best support an OPLAN or program.

(1) Unit Considerations

- Can this function only be accomplished with Army Personnel (Active and Reserve Component)?
- Are the requisite number and types of support units ready and available to meet the requirement? If so, can the unit arrive in the AOR when needed?
- Do any of our sister services (USN, USAF) have the capability to provide this support?
- Can Lines of Communication Agreements be initiated with our allies to provide this support?

LOGCAP EQUALS LOGISTICS SUPPORT

(2) Risk Considerations

- Will it be difficult to redeploy support forces to meet requirements in a major regional contingency? If so, will this difficulty result in an unacceptable risk to meeting national military strategic objectives?

- How much risk is the CINC willing to accept within a single function? If the CINC is willing to accept zero risk, the option would be limited to US military structure.

(3) Doctrinal Employment

- Will the operating forces requiring the support be employed doctrinally

(i.e., as they would in combat)? If not, will the support forces be capable of meeting any additional requirements?

(4) Strategic Lift

- Are there sufficient strategic lift capabilities to support the operation?

(5) Troop Ceiling

- Under the ceiling, will the required support reduce the number of soldiers to an unacceptable level?
- What is the current military presence in the AOR? Is the host nation sensitive to increased military presence? If so, can the mission be accomplished without increasing military visibility?

(6) Quality of Life

- What will be the living standard of soldiers when they are not engaged?
- Does the mission allow the living standards in the field to be higher than normal? If so, can the support forces meet/maintain that standard?

(7) Cost

- Are there more economical alternatives to provide the required level of support?



DA DCSLOG MUST APPROVE THE USE OF LOGCAP.

Funding**Considerations**

Worldwide LOGCAP planning is funded by HQDA, Office of the Deputy Chief of Staff for Logistics. The respective CINC/ASCC will usually fund LOGCAP support for non-DA funded efforts (e.g., specific plans, studies, and analyses), exercises, and events.

The focus of LOGCAP funding is prioritized peacetime planning to augment logistics support for war and other contingency operations as determined by the CINC/ASCC.

Team LOGCAP will assist customers with development of their unique Statements of Work (SOW) by using a LOGCAP generic support SOW. PM LOGCAP will develop the Independent Government Cost Estimate (IGCE), Work Breakdown Structure, and Award Fee Evaluation Board (AFEB) membership.

Independent of Government actions, the contractor will develop a Rough Order of Magnitude (ROM) cost estimate and a Technical Execution Plan (TEP). Both documents will be submitted to HQDA for review and approval.

After the Procuring Contracting Officer (PCO) issues the Notice to Proceed (NTP), PM LOGCAP will notify and mobilize Team LOGCAP. Team LOGCAP will then deploy an advance party to the area of responsibility (AOR) within 72 hours of notification. As graphically represented below, Team LOGCAP falls under the command and control of the LSE Commander for operation and administration during a LOGCAP supported event. *The PCO is responsible for providing legal assistance for contracting issues that may arise.*

The LOGCAP contractor will also have an advance team ready to deploy within 72 hours of the NTP. Before deployment, the contractor will conduct logistics analysis to identify the availability of host nation/regionally available support.

Upon arrival to the AOR, the contractor advance team will establish logistics capabilities and begin to fulfill customer requirement(s). The contractor must meet Army theater of operations standards for all service and support provided.

During event execution, a Joint Acquisition Review Board (JARB) is established to review and prioritize any additional requirements. If additional requirements arise, the JARB will provide the commander with feasible support recommendations.

**Logistics
Support
Unit**

The LOGCAP Support Unit (LSU) is another significant player in LOGCAP event execution. This US Army Reserve unit is comprised of Active/Guard Reservists and Drilling Reservists to provide a "green suit" interface and oversight capability between the customer and the LOGCAP contractor.

The structure of the LSU can be uniquely tailored to meet flexible deployment requirements that support specific plans. This capability provides rapid response to constantly changing requirements.

During normal operations, selected members of the LSU are actively assigned to the PM LOGCAP staff as logistics planners. These logistics planners link PM LOGCAP with

the Logistics Support Unit by interfacing with the LOGCAP customer, actively seeking training opportunities for the LSU, and by conveying PM LOGCAP requirements to the LSU Commander.

LOGCAP provides rapid and responsive logistics support capabilities that allow the supported customer increased flexibility. LOGCAP provides this capability by focusing on planning and event execution while actively participating in exercises. The principles of contingency contracting referred to in Appendix C greatly define how LOGCAP can play an important role during contingency events and exercise validation.

Exercises provide the opportunity for the contractor to validate their support plans and capitalize on lessons learned in previous exercises and event executions. Team LOGCAP provides a central management structure for planning exercises and serves as a source of information to ensure smooth execution of LOGCAP support. *The LOGCAP Battle Book, Appendix B, provides information on lessons learned comments and recommendations.*

To maximize LOGCAP support, all members of the Team must responsibly complete the actions discussed throughout this pamphlet. *A major consideration for maximizing LOGCAP potential is for the customer to be aware of their LOGCAP support requirements and convey those requirements in a timely manner to the appropriate personnel.*

LOGCAP regional planners can provide additional information on responsibilities and can be contacted using the points of contact information provided at Appendix E. Customers requiring LOGCAP support should execute the following actions to maximize LOGCAP potential as a logistics multiplier:

- **Develop and Provide Requirements for a Statement of Work (SOW).** Develop a comprehensive and supportable SOW with the assistance and coordination of PM LOGCAP. See Appendix A for instructions on preparing a SOW and related documentation.
- **Include LOGCAP Early in the Planning Process and Participate in LOGCAP Plan Development.** Developing a comprehensive LOGCAP support plan in the early stages of contingency planning will assist in developing an accurate cost estimate, will avoid costs associated with contractor mobilization for unnecessary work, and will allow the contractor more time to hire reliable subcontractors.
- **Include LOGCAP in Exercises.** The contractor's support and performance improves with participation in exercises. Skills and knowledge are exchanged, and valuable lessons are learned for future exercises and events.
- **Participate in the LOGCAP Award Fee Evaluation Board Process.**

Customer participation in the evaluation and assessment process of contractor performance is key. The Award Fee Board is discussed on the following page.

- Fund LOGCAP Execution During an Actual Contingency. It is

highly recommended that customers include their comptroller in the planning cycle when considering the use of LOGCAP support.

- **Provide Security for LOGCAP Contractor Personnel During an Actual Contingency.** The LOGCAP contract requires that the contractor be provided theater security throughout the contingency operations.

A Cost Plus Award Fee (CPAF) type contract is applicable to delivery orders for event execution. The contractor, on the basis of good, very good, or excellent performance during evaluation periods of the orders may earn an award fee. No award fee is earned by performance that is average or below average. An appointed LOGCAP Award Fee Evaluation Board (AFEB) representing the PMO and LOGCAP customers monitors the contractor's performance. The AFEB is comprised of representatives from the contracting activity, LOGCAP PMO, the requiring activity, Defense Contracting Management District-International(DCMD-I), and USACE as required.

The AFEB convenes quarterly during an event and recommends an award fee percentage to the Award Fee Determining Official (AFDO). The AFDO may accept the AFEB's recommendation or make a unilateral determination on the payable award fee. The contractor's performance will

be evaluated on equally weighted performance factors and sub factors. Performance factors are indicated below:

**Award Fee Evaluation
Process**

**Statement of Work
(SOW)**

**Preparing the Statements of Work (SOW),
Independent Government Cost Estimate (IGCE), and
the Funding Documents.**

After DA DCSLOG approves the LOGCAP support
request the customer and Team LOGCAP prepare the

delivery order package. The Delivery Order Package consists of:

- Statement of Work
- Independent Government Cost Estimate
- Funding Documents

The SOW specifies the products and services required and is the most important element of the Delivery Order Package. Close attention to detail should be exercised in its creation.

- A SOW is necessary to define requirements to the contractor (contractors do not develop requirements).
- A SOW should reflect the mission focus of LOGCAP.
- A SOW will enable the contractor to develop a cost estimate for approval and to plan and accomplish work in the most efficient and economical manner. A general requirement is that the contractor must meet Army theater of operations standards for all services and support provided.

The scope of work should be concise and include the duration of performance, quantification of the requirement, and identification of any special considerations. For example, to have LOGCAP provide and operate showers in a field location during an exercise, the statement of work might read as:

Preparing the Statements of Work (SOW), Independent Government Cost Estimate (IGCE), and the Funding Documents.

The advantages of developing a comprehensive SOW in the early stages of contingency planning are numerous. Early involvement by the LOGCAP contractor in the planning process is recommended. This planning allows the contractor to develop more accurate cost estimates, and gives the contractor more time to bring the most reliable subcontractors on board.

Without a comprehensive, pre-planned SOW, additional costs are likely to be incurred because of the unknown variables involved.

The SOW should be specific in detail, comprehensive, and to the point; this decreases the likelihood of incurring additional costs.

There are no shortcuts to preparing an effective SOW. Provided below is a recommended format for a SOW:

It is important to address all areas with the best and most detailed information available. An important planning factor is to provide for all necessary requirements, even when planning factors must be used instead of actual conditions.

In support of the planning process, PM LOGCAP has developed regional plans, generic plans for developed and undeveloped countries, and plans to support specified requirements for specific OPLAN/OOTW. These plans are tailored by the customer to meet the specific and unique requirements of an event.

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Preparing the Statement of Work (SOW), Independent Government Cost Estimate (IGCE), and the Funding Documents.

Independent Government Cost Estimate

The IGCE is a document that details costs the contractor is expected to incur while performing the work. The Contracting Office uses the IGCE to negotiate a fair and equitable price for the products and services that the customer requires. It contains information that reflects cost estimates of materials, labor, and travel, and other direct costs, such as transportation, maintenance of equipment and administrative costs. This is a sensitive document, for use by government personnel only. A greater explanation of materials, labor cost, and travel considerations is provided below:

- **Materials.** The Theater Principle Assistant Responsible for

Contracting (PARC) and DCMD-I can provide assistance in the

estimation of all materials that will be required of the contractor for

performance.

- **Estimate of Labor Costs.** To estimate labor costs, the type of labor

Funding Document

Rough Order of
Magitude (ROM) Cost
Estimate

required in performance of the SOW must be identified and rough

labor cost estimates for the labor associated with the required
labor must be generated.

- Estimate of Travel. The Military Joint Travel Regulation provides an estimation of travel expenses. A travel agent can assist the customer in estimating airfares and car rental rates.

Funding will be provided using DD Form 448, Military Interdepartmental Purchase Request (MIPR). The customer will coordinate the development and processing of this form with their resource management assets and PM LOGCAP to provide funding for LOGCAP event execution. *The customer must provide funding for LOGCAP support before the PCO issues the Notice to Proceed.*

LOGCAP contractor develops the ROM based on specific requirements identified in the SOW. The ROM details cost of personnel by position, equipment, and consumable line item. It also includes cost for the contractor advanced team, contractor operations center, bill of materials, and other direct costs such as transportation, reproduction, and other administrative costs as appropriate. The contractor uses customer requirements such as specified quality, quantity, and duration to determine and develop the contractor's organizational structure required to support the operation.

DCMD-I/COR Customer

PM PCO USACE/ACO CINC/ASCC

Pre-LOGCAP Event

Identifies tasksP

Prepares Delivery Order Package

-SOW, Work Plans CDRLs, etc. S.....P

-List GFM/GFE to be provided S.....P

IGCE P

Ensures funds availability S.....P

Receives and translates requirements into S.....P

Delivery Order

Determines if requirements are within scope S.....P

Forwards Delivery Order Package P

Reviews/approves Delivery Order PackageP

Requests proposal from contractorP

Performs technical evaluation P.....S.....S

Conducts necessary fact-finding activities S.....P.....S

Negotiates Delivery Order S.....P.....S

Awards Delivery OrdersP

LOGCAP Event Responsibilities:

-Monitors contract performance S.....S.....P.....S

-Works with funds manager for receipt S.....P.....S.....S

of resource

Responsibilities for Technical Aspects:

-Technical oversight and evaluation S.....S.....P.....S

-Review/accept deliverables S.....S.....P.....S

-Evaluates technical performance S.....S.....P.....S

-Reports deviations to PCO S.....P.....S

P =

Primary Milestones

S =

Supporting -Verifies progress against milestones S.....S.....P.....S

S -Monitors completion S.....S.....P.....S

Principles of Contingency Contracting

Feasibility _ Understanding requirements in the planning stages will determine forward-looking commercial sourcing and foreign industrial base analysis. Contracting plans are subject to the capabilities of the economies in which the goods and services will be contracted.

Mobility _ Contracting goods and services as far forward as possible helps keep forces strategically, operationally, and tactically mobile. The more forward contracted goods and services are delivered, the more operational reach a customer is afforded.

Economy _ Forces should obtain the highest quality goods and services through the most economic means, consistent with mission needs. They should pursue economics of scale in concert with all US forces, other governmental agencies/non-governmental agencies, host nations, and allies. There must be strict accounting for government resources as best the mission environment allows.

Forward Impetus _ The impetus of contingency contracting support is from the rear forward. This frees forward commanders from most details of contract administration.

Feasibility _ Contracting plans are subject to the capabilities of the economies in which the goods and services will be contracted. Understanding requirements in the planning stages will determine forward-looking commercial sourcing and foreign industrial base analysis.

Flexibility _ Contingency contracting provides direct support to tactical and operational forces engaged in the full spectrum of armed conflict and military operations other than war, both domestic and foreign.

Continuity _ Continuity in contingency contracting support includes a seamless system from requirements inception, through pre-award, award, and post award management to contract closeout. Continuity of experience in contingency contracting provides the basis for the continuation or modification of policy. Continuity also applies in transferring contracted support over to a multinational or United Nations command.

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Principles of Contingency Contracting

Timeliness _ Contracting must be conducted with deliberate speed, but avoid the hastiness that contributes to confusion, inter-agency /inter-service competition, and violation of public law, rules, regulations, and policy. On the other hand, the untimeliness of contingency-contracted goods and services should never contribute to the delay of military operations and mission accomplishment.

Responsibility _ Every contingency contract and contracted activity must be the clear responsibility of someone, and each person must be responsible to someone for performance. In the absence of instructions to the contrary, local commanders assume responsibility for all contract actions within their

respective areas.

Unity of Command _ Contingency contracting is a function of command and as such, control of its use should be under a single authority, identical to command authority.

Information _ Accurate, up-to-date information, is vital to effective contingency contracting support. Visibility of in-process contracted goods and services is as important as having them physically present.

Quality _ Quality assurance at every step in the contracting process is essential. While improvement should be a constant quest, change for the sake of change with no significant improvement in quality, is a serious waste of customer resources, the contracting agency, and the contractor. After action reviews and lessons learned are essential ingredients to the quality process.

Simplicity _ Training, organizing, and equipping those who must provide contingency contracting services must be as simple as possible. In contingency contracting, the simplest instrument is most likely to be of greatest utility in application.

Security _ Contracted support of military operations should receive equal security considerations as defined for all military combat service support

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Glossary of Acronyms and Terms

ACO	Administrative Contracting Officer	COSCOM.....	Corps Support Command
ACSA.....		CPAF.....	Cost Plus Award Fee
ADP.....	Acquisition and Cross-Servicing Agreements	CS.....	Combat Support
AFARS.....	Automatic Data Processing	CSG.....	Corps Support Group
AFDO.....	Army FAR Supplement	CSS.....	Combat Service Support
AFEB.....	Award Fee Determining Official	DA.....	Department of the Army
AO.....	Award Fee Evaluation Board	DCMD-I.....	Defense Contracting Management District - International
AOR.....	Area of Operations	DCO.....	Defense Cooperation Officer
APOD.....	Area of Responsibility	DCSLOG.....	Deputy Chief of Staff for Logistics
AR.....	Aerial Port of Debarkation	DISCOM.....	Division Support Command
ARFOR.....	Army Regulation	DLA.....	Defense Logistics Agency
ASCC.....	Army Forces	DMMC.....	Division Materiel Management
C2.....	Army Service Component Commander	DoD.....	Center
CAP.....		EEM.....	

CAS.....	Command and Control	ENCOM.....	Department of Defense
CCO.....	Crisis Action Planning	EUCOM.....	Early Entry Module
CECOM.....	Contract Administrative Services	FAST.....	Engineer Command
CENTCOM.	Contingency Contracting Officer	FM.....	US European Command
CINC.....		GS.....	Forward Area Support Team
CJCS.....	Communications and Electronics	HN.....	Field Manual
CJTF.....	Command	HNS.....	General Support
COCOM.....	Central Command	HQDA.....	Host Nation
COMMZ.....	Commander in Chief	IGCE.....	Host Nation Support
CONCAP.....	Chairman, Joint Chiefs of Staff	JARB.....	Headquarters Department of the Army
CONUS.....	Combined Joint Task Force	JCS.....	Independent Government Cost Estimate
	Combatant Command	JFC.....	Joint Acquisition Review Board
	Communication Zone		Joint Chiefs of Staff
	Construction Capabilities Program		Joint Forces Command
	Continental United States		

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Glossary of Acronyms and Terms

JOPES.....	STAMIS.....	Standard Army Management
JTF.....	TDA.....	Information Systems
LOGCAP.....	TEP.....	Table of Distribution and Allowances
LSE.....	TFOP.....	Technical Execution Plan
LSU.....	TOE.....	Theater Force Opening Package
LWRC.....	TPFDL.....	Table of Organization and Equipment
METT-TC.....	TSC.....	
MIPR.....	TUSA.....	Time-Phased Force and Deployment List
	UN.....	

MWR.....	Joint Operation Planning and Execution System	USACE.....	Theater Support Command
NATO.....		USAF.....	Third US Army
NTP.....	Joint Task Force	USAMC.....	United Nations
OCONUS.....	Logistics Civil Augmentation Program	USJFC.....	US Army Corps of Engineers
OOTW.....	Logistics Support Element	USN.....	United States Air Force
OPLAN.....	Logistics Support Unit	WMSP.....	US Army Materiel Command
OPNS.....	LOGCAP Worldwide Requirements Conference		US Joint Forces Command
PACOM.....			United States Navy
PAM.....	Mission, Enemy, Troops, Terrain, Time, and Civilians		Worldwide Management and Staffing Plan
PARC.....	Military Inter-Departmental Purchase Request		
PCO.....			
PEO.....	Morale, Welfare, and Recreation		
PM.....	North Atlantic Treaty Organization		
PMO.....	Notice to Proceed		
POL.....	Outside Continental United States		
ROM.....	Operations Other Than War		
SSC.....	Operations Plan		
	Operations		
	US Pacific Command		
	Pamphlet		
	Principle Assistant Responsible for Contracting		
	Procuring Contracting Officer		
	Program Executive Officer		
	Program Manager		
	Project Management Office		
	Petroleum, Oils, and Lubricants		
	Rough Order of Magnitude		
	Small-Scale Contingencies		

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